

Streamlining Requirements to Accelerate Closure at Hanford



Shirley J. Olinger, RL Assistant Manager for Safety and Engineering
Anthony R. Buhl, Vice President, Fluor Hanford, Safety & Mission Assurance
May 7, 2002

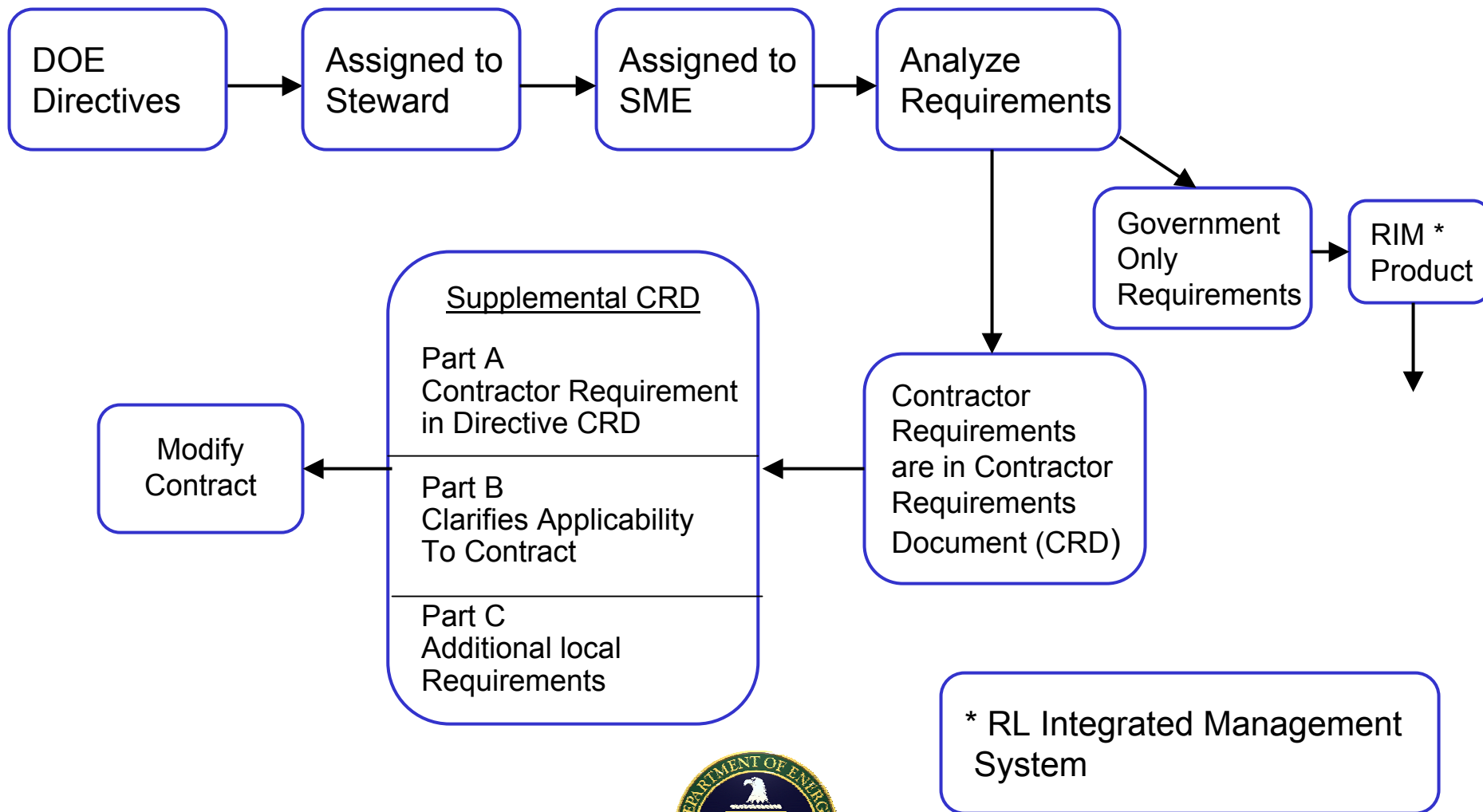
Success Criteria

Do More Work Safely

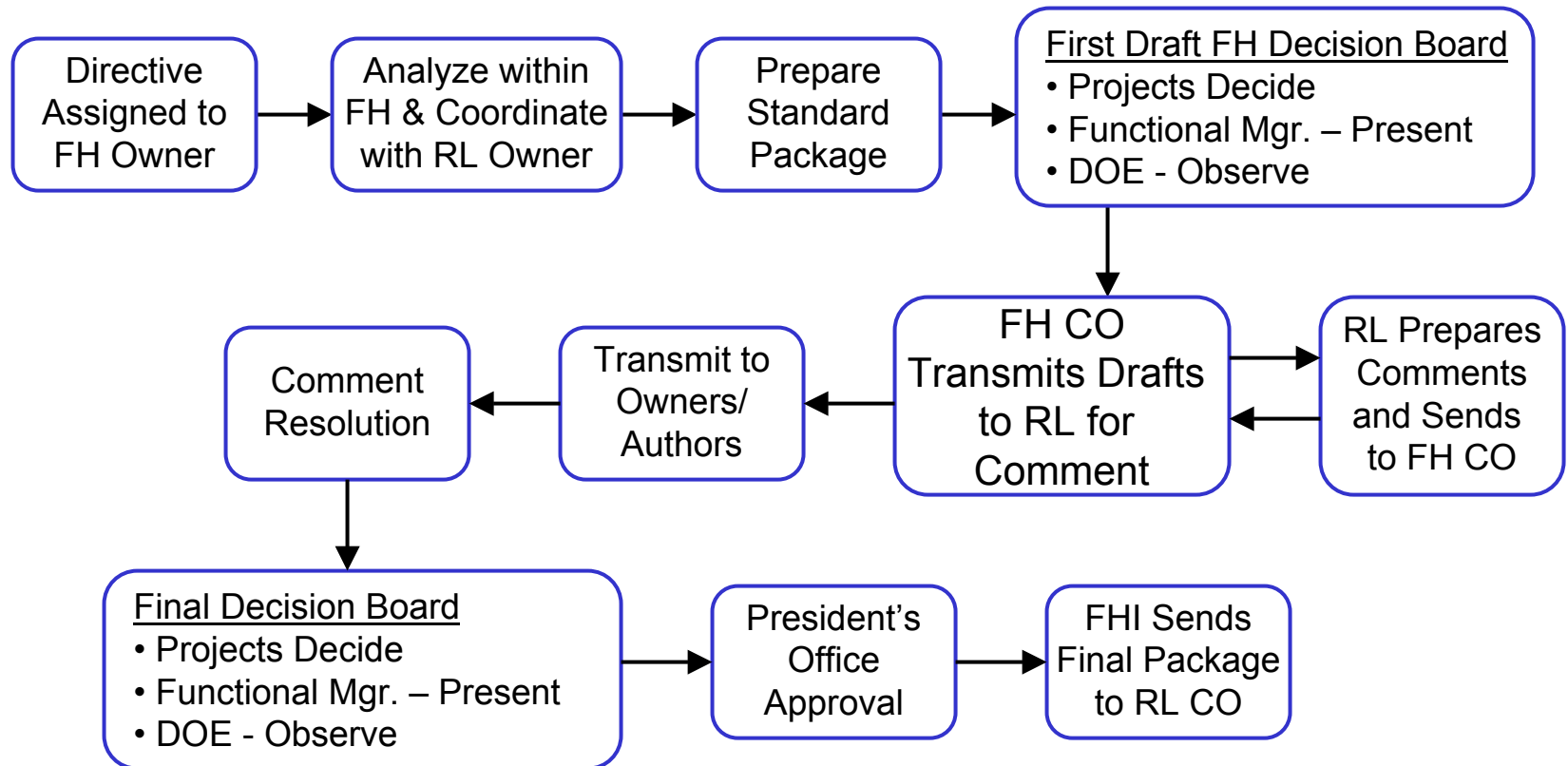
- ◆ **Eliminate/Reduce/Streamline**
 - ◆ **Unnecessary requirements**
 - ◆ **Overlapping and redundant assignments**
 - ◆ **Complicated work processes/procedures**
 - ◆ **Unnecessary/duplicative/overlapping reports**
- ◆ **Consistent safety policy/interpretation across Hanford Site**
- ◆ **Graded approach to accept risk**
- ◆ **Apply more commercial standards in place of DOE standards**
- ◆ **Manage scope creep**



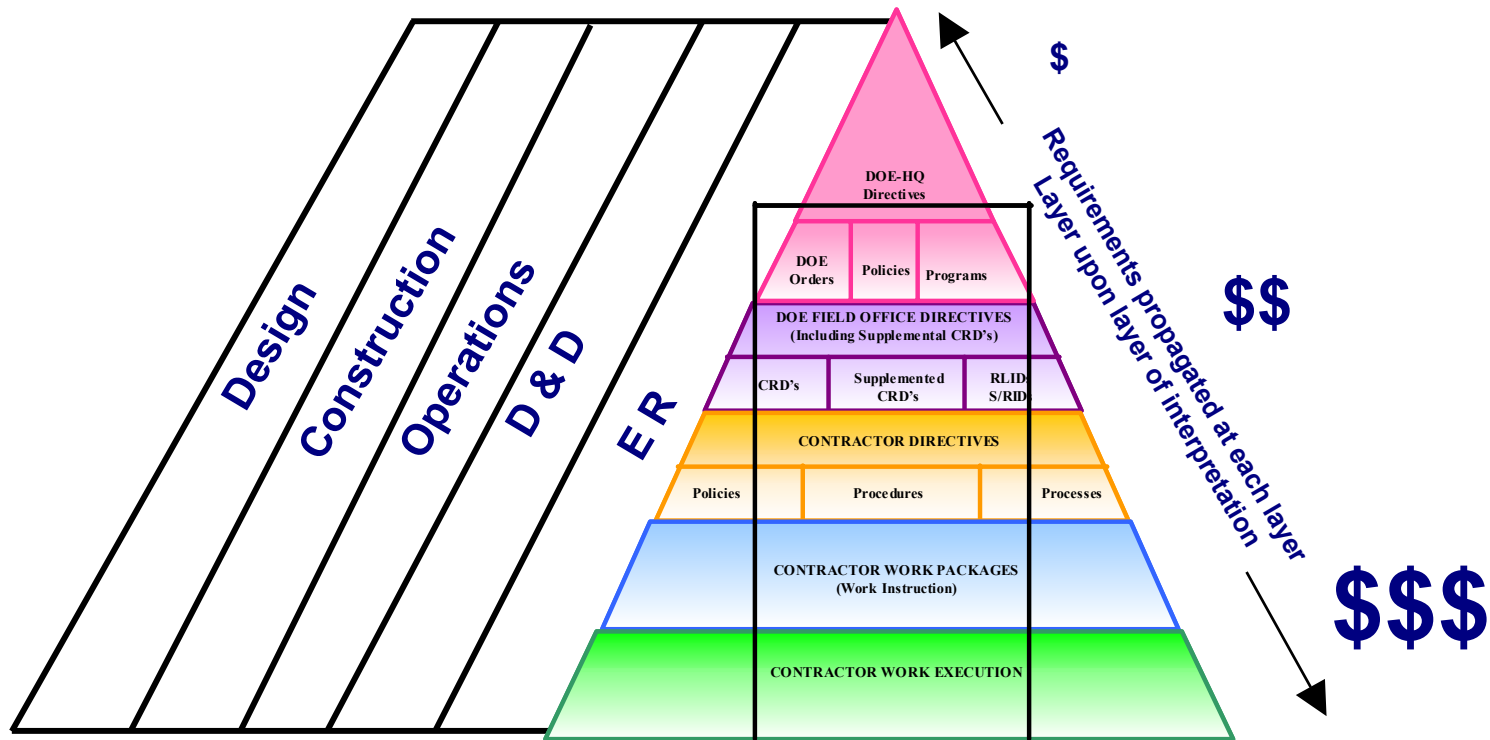
DOE Requirements Process



FHI's Directives Reduction Process



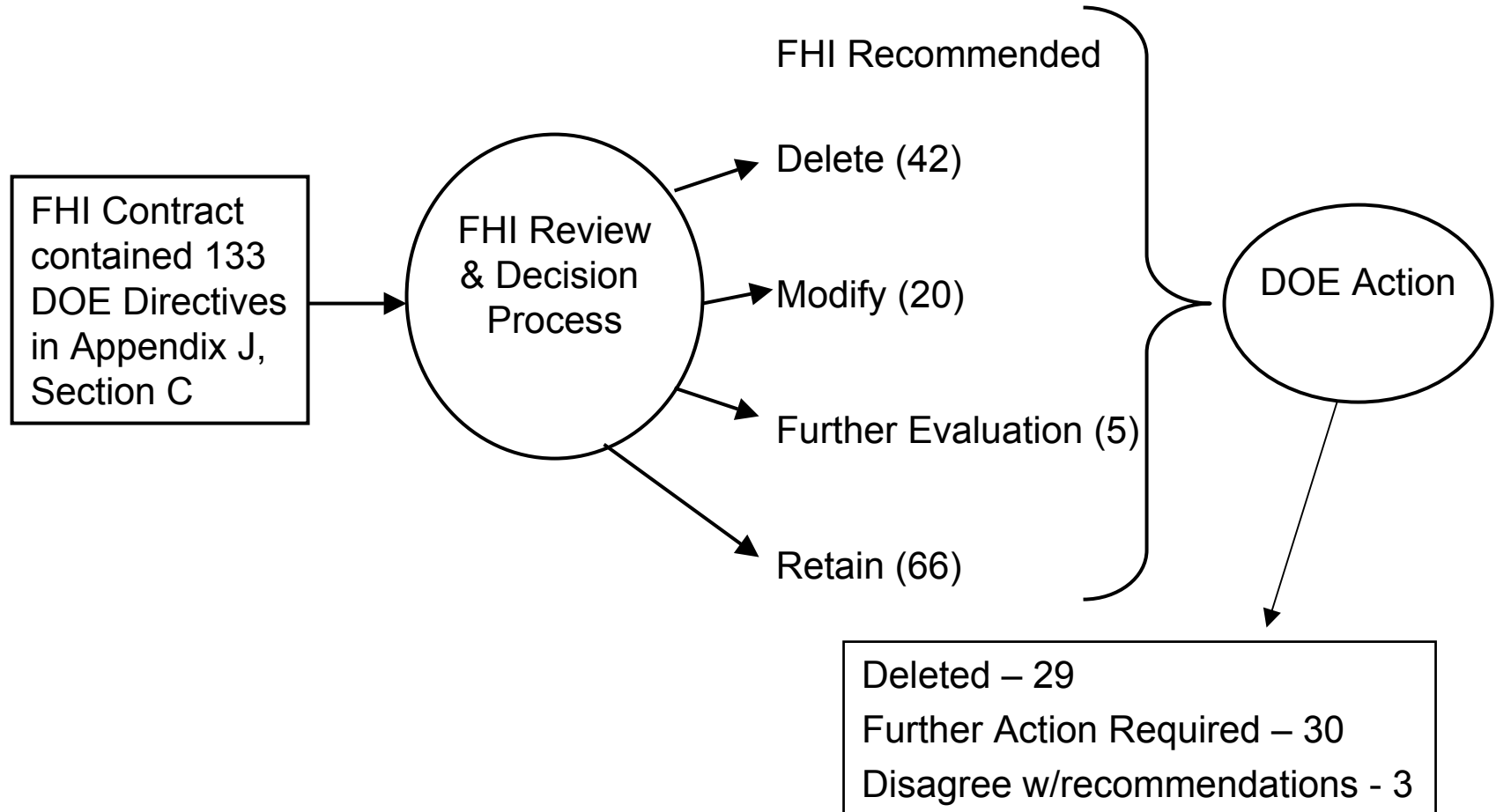
Requirements Optimization



Mining Savings



DOE-FHI Directive Review Process – Phase 1



DOE-FHI Directive Reduction Process Phase 2

- ◆ **Status of 30 actions open on June 30, 2001**
 - ◆ Deleted 6
 - ◆ Delete 3 in next contract mod
 - ◆ Replaced 15 with Contractor Requirements Documents
 - ◆ Retained 2
 - ◆ 4 still open
- ◆ **An additional 10 to 20 being considered for deletion**



Hanford Requirements Reductions Initiative

Results to Date

Contractor	Previously	Today	Expect
FHI	133	98	-10 to 20
BHI	102	75	
BMI	119	106	*
CHG	126	112	-40
BNI	N/A	28	
RCP	N/A	51	

* Model Contract - Commercial Standards Initiative



Other Actions

◆ FHI

- ◆ Orders 133 → 98 → **78** by 9/02
- ◆ Policies/Procedures 650 → 550 → **400** by 9/02
- ◆ SRID (2425 to 997 reqs.) 7 → 1 → **0** by 9/02
- ◆ Procedures 7500 → **4500** by 9/03



FHI's Company-Level Requirements

- Eliminate self-imposed requirements
- Simplify company procedure system
- Perform a field-based requirements reduction
- Challenge – Field Implementation
- Reductions:

FY00 -	650
12/01 -	535
01/02 -	510
02/02 -	509
03/02 -	486
04/02 -	473



Company Level Pay Offs

- **Reduced Environmental Protection documents from 20 to 5**
- **Consolidated Non Destructive Assay documents consolidated and eliminated more than 10 Facility Level documents**
- **Consolidated 30 Radiation Protection documents**
- **Cancelled 9 Contracts documents**
- **Reduced 7 S/RIDS documents to 1 with 60% requirements reduction – Saves \$1.0 to \$1.5 Million**



Facility Level Pay Offs

- **Evaluated Two Facilities**
 - **Waste Sampling and Characterization Facility (74% complete)**
 - **222-S Laboratories (50% complete)**
- **Results to date**
 - **Reduced Corrective Action Review time by 20%**
 - **Consolidated/eliminated redundant documents**
 - **20 Industrial Safety**
 - **5 Radcon**



Other Actions

◆ Authorization Basis Strategy

- ◆ 30 Document Safety Analysis → 12 to 15 RL
- ◆ 6 Document Safety Analysis → 2 ORP

◆ Site wide manuals

- ◆ Radiological Health and Safety – done
- ◆ Hoisting and Rigging – 75%
- ◆ Lock and Tag – 50%



Next Steps

- **Eliminate S/RID by incorporating requirements in List B**
- **Eliminate additional 10 – 20 DOE Directives**
- **Evaluate more Facilities at field level**

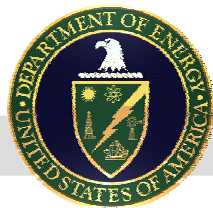


Cost Savings/Productivity Increase

- **Example Actions Eliminated**
 - **ASA (\$ 50K/each) – estimate \$750K savings/year**
 - **S/RID Reduction (\$ 1-1.5 Million/year)**
- **Eliminate/Reassign Staff to Stretch Goals**
- **Absorbed Several Tens of \$ Million Additional Scope without full budget increase**
 - **830 Rule**
 - **Safeguards and Security Upgrades**
 - **Other 9/11 Impacts**
 - **DNFSB 2000-2**
 - **Oversight Actions**



Back Up Slides



Hanford Requirements Reduction Initiative -ORP

<u>Contractor</u>	<u>Previously</u>	<u>Today</u>	<u>Goal</u>
BMI	(Zero-based)	28	
CHG	126	112	

CHG goal is 20% reduction by 9/02

DOE Orders, Notices	126	112 →	80
---------------------	-----	-------	----

Policies	30	17	
----------	----	----	--

Manuals	18	8	
---------	----	---	--

Procedures, Admin	~ 550	~480 →	450
-------------------	-------	--------	-----

(Total Procedures, w/ Technical = ~1400)

Management Directives	34 currently,	w/60-day life →	0
-----------------------	---------------	-----------------	---



Focus on Risk Reduction Work

- Challenging new/revised requirements
 - Single Point Implementation – requirements implemented only at correct level
 - Eliminate/combine redundant procedures
 - Eliminate low value requirements
- } = \$ Saved

